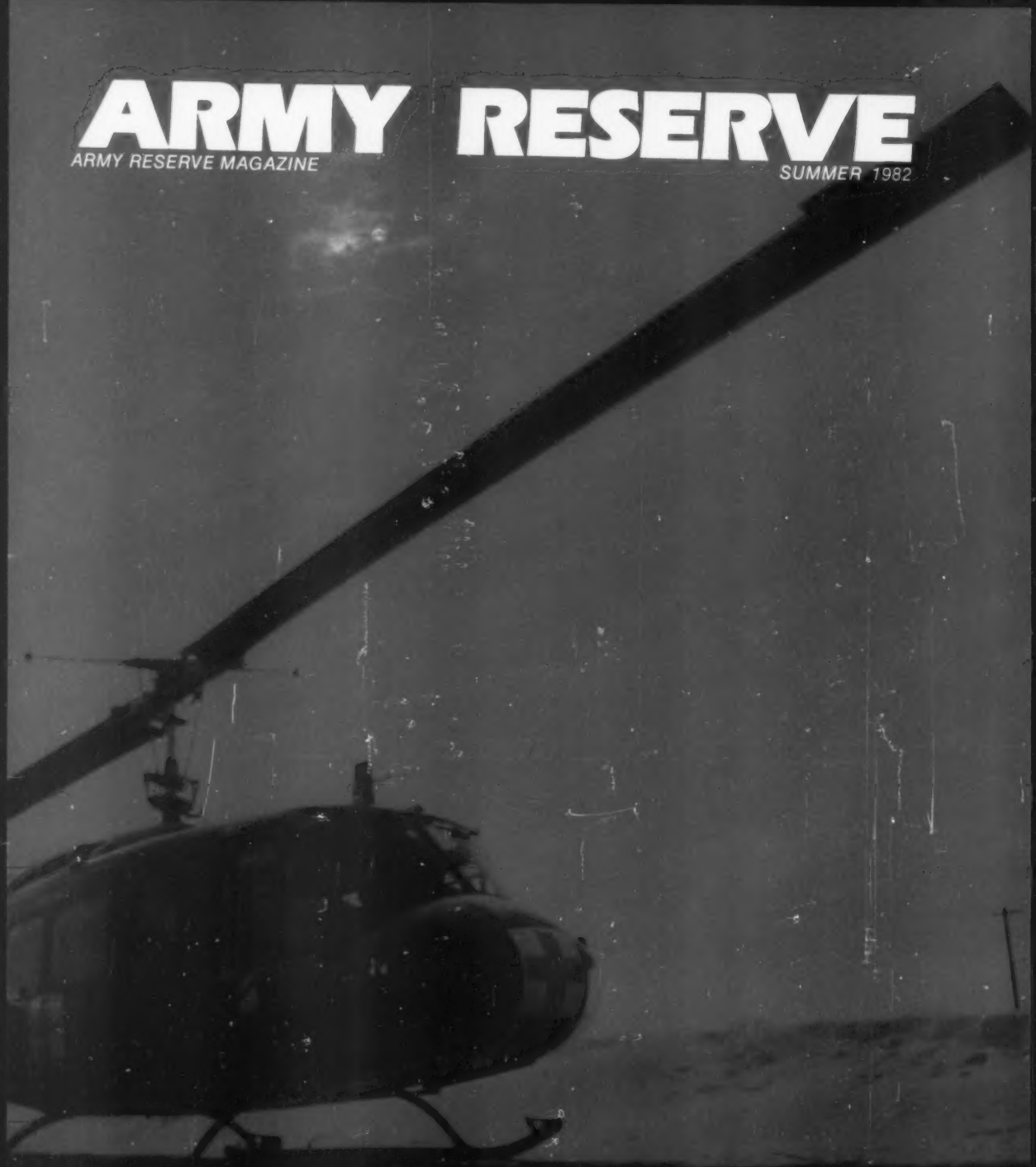
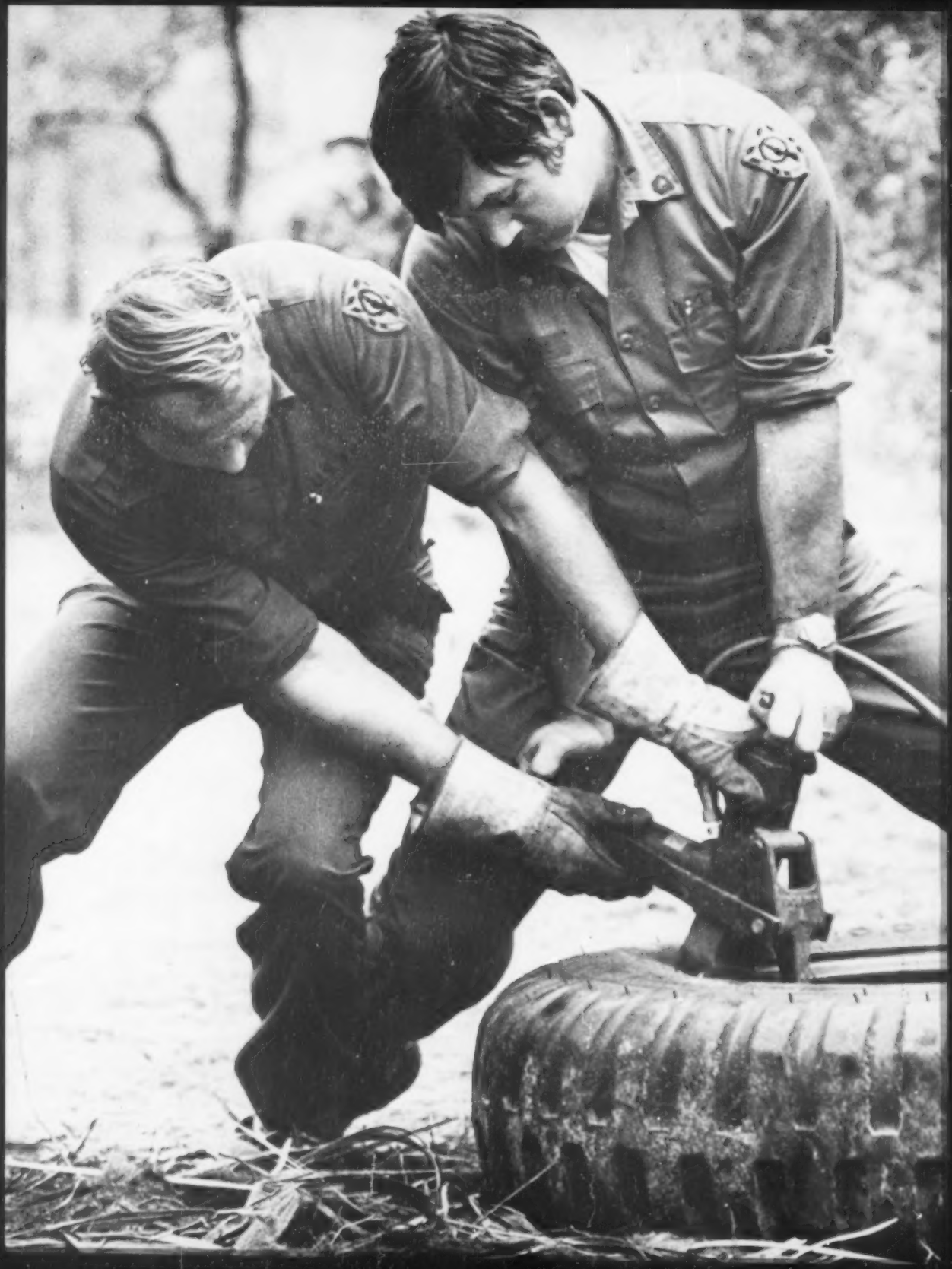
ARMY RESERVE

ARMY RESERVE MAGAZINE

SUMMER 1982



Changes for the '80s



CONTENTS

USAR Plans Hundreds of New Units

■ Take a look at the Army's "crystal ball" and find out why the USAR's organization changes. **Page 11.**

U.S. Army photo

USAR Asks for $2 Billion in 1983

■ The Army Reserve asks for an increase. But even the request doesn't address all of its needs. **Page 18.**

Academy Trains Army Reserve's Top NCOs

■ Find out what it takes to go to the Sergeants Major Academy. **Page 8.**

Army Uses Logic, Not Magic, in Locating New Units

■ The decision to locate an activating USAR unit is no game of chance. It's hard work. **Page 14.**

USAR Braves Elements At Gallant Eagle

■ The Rapid Deployment Joint Task Force stormed into the Mojave Desert in April. The USAR played a big role. In color. **Page 16.**

Senate Demands Leaner USAR Command

■ The Army Reserve's command structure needs to go on a diet. **Page 13.**

Total Force: USAR Plays Critical Role

■ Army Reserve units provide a host of crucial services to the Total Army. In color. **Page 21.**

A Taste of Basic Saves Soldiers, Money

■ USAR units in the Midwest are running their own "basic" before Initial Active Duty for Training (IADT) begins. The effort is slashing training losses. **Page 27.**

ROTC Cadets Reach a Turning Point

■ Cadets help the Army plan the officer branches they'll be assigned. **Page 29.**

War Strategy Begins in the Foxhole

■ Wit and simplicity mark a new and comprehensive book on the art of war. The review contains some delicious hints. **Page 32.**

- Briefs . . . **page 4.**
- Letters . . . **page 5.**
- People . . . **page 6.**
- Consumerwatch . . . **page 26.**
- Developments . . . **page 28.**
- RCPAC . . . **page 10.**

Army Reserve Magazine

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Front cover photo by Maj. Dick Crossland

Rear cover photo by Maj. Dick Crossland

William Thompson II tells us he is not the photographer of the front cover of the Spring 1982 issue. Tech. Sgt. William B. Belcher, U.S. Air Force, is the man who snapped the shutter.

Spec. 5 Robert Barnett, left and Spec. 5 Robert Bledsoe, Army Reservists assigned to the 639th Transportation Company from Kingsport, Tenn., change a tire from a five-ton truck. The place is Eglin Air Force Base, Fla., and the training is Bold Eagle 82, a U.S. Readiness Command joint forces exercise.

U.S. Army photo by Capt. Paul Adams

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BRIEFS

■ *Maximum Years of Service Are Established for USAR Unit Senior NCOs.* Maximums by grade are: E-9, 35 years; E-8, 32 years; and E-7, 30 years. Those who reach their maximums will have to leave their units and join the Individual Ready Reserve (IRR), apply for retirement or ask for discharge. The first choice is strongly recommended. Questions? See your unit commander for dates and details. The policy was sent through FORSCOM to units in early February.

■ *Will IRR Soldiers Get Servicemen's Group Life Insurance?* A proposal to extend SGLI coverage to all members of the Individual Ready Reserve is being considered by the Defense Department. Active duty soldiers and USAR unit members currently pay $5.25 monthly for the maximum $35,000 coverage.

■ *Unit Members' SGLI Coverage is Full-Time Coverage.* It applies 365 days a year and 24 hours a day. Our Family Mobilization Guide feature in the last issue didn't give that impression. We apologize. Here's a sobering question: if you should die tomorrow, how would your survivor(s) seek SGLI payment? They'd go to your *unit technician.* (The unit would possess the DD Form 93, the Record of Emergency Data.)

■ *If You're a MOBDES Soldier, You Have an Additional Title.* That title is IMA, or Individual Mobilization Augmentee. USAR unit members *and IMA soldiers* belong to the Selected Reserve. The President could, short of full mobilization, call up 100,000 members from the Selected Reserve of all the armed services to augment the nation's active forces.

■ *If You're an IMA, You May Be Part of Proud Saber.* That's the Army's mobilization exercise this fall. Check with your (MOBDES) agency and your PMO or PMNCO in St. Louis about Annual Training (AT).

■ *Do You Have Wooly-Pully Trouble?* The Army and Air Force Exchange Service (AAFES) has a suggestion for those who find it difficult to fit shoulder marks on the Army black sweater. Cut a small square out of the underside of the mark so that the velcro on the epaulet meets the velcro sewn on the shoulder. The Army Natick Research and Development Lab in Massachusetts is working on a permanent solution to the problem.

Year of the Fit

■ *Year of the Fit.* USAR unit members will take the same Army Physical Readiness Test (APRT) the Active Army Takes. The APRT (2-mile run, push-ups, sit-ups) will be given during Annual Training. The new policy, which starts October 1, 1982, is one result of the Year of Physical Fitness declared by the Secretary of the Army.

■ *The USAR Wastes Bucks Because People Aren't Fit.* Many USAR troops reporting for Phase II of their split training (AIT) are way out of shape. When a Reservist is held back for physical reconditioning, his USAR training seat remains unfilled. This helps build an unnecessary backlog of trainees awaiting placement in later classes. This is why Phase II soldiers are required to take a diagnostic APRT when they report. The idea is to determine quickly who needs PT and who has to be sent home. Hint: if you're a Phase II soldier stay in shape.

■ *Don't Lose Vacation Time.* About 25 percent of the Army National Guard and Army Reserve members surveyed in a recent Pentagon study claimed that they lost vacation time because of their military obligations. Have you chatted with your employer about your drill weekends, Annual Training (AT) or Active Duty for Training (ADT)? You should.

■ *You Have to Use Civilian Vacation Time for Military Duty In Only One Case.* That's when your entire work site shuts down for a standard vacation period — no exceptions permitted — and the vacation period coincides with your military training. Otherwise, says federal law, it is illegal for employers to require employees to use their vacation time to attend military training.

■ *Want to Pat Your Boss on the Back for Supporting Your USAR Membership?* Just drop a line to: Awards Officer, National Committee for Employer Support of the Guard and Reserve, Suite 206, 1735 N. Lynn St., Arlington Va. 22209. Unit members must include the name of their unit commander and full unit address. Each employer nominated will receive a certificate of appreciation and will be considered for higher awards. Questions? Call toll-free 800-336-4590. Ask for the awards officer.

■ *1981 Was a Dynamite Year for USAR Recruiting.* Over 66,000 soldiers were recruited for Army Reserve units in fiscal year (FY) 1981. That number is 104.6 percent of the goal.

■ *We Have Good News.* The Army's Periodicals Review Committee has recommended the continued publication of the *Army Reserve Magazine.*

LETTERS

HAVING A BAD DAY BEFORE DRILL BEGINS

SIR: I was in uniform and was traveling to Glendive, Mont., for weekend drill with my Reserve unit when my car was hit by a big four-wheel drive vehicle. The accident, which occurred in a blinding snowstorm, cost me several hundred dollars since I hurt my back and neck and my eyeglasses were badly damaged. Drill started at 8 a.m. and the accident happened at approximately 8:15 a.m. Since the mishap occurred during drill time and I was in uniform, can't the Army Reserve or my unit do something to help me out?

Staff Sgt.
Jimmie H. Tyler Jr.
Red Stone, Mont.

Since your auto accident took place while you were on the way to drill and not "in the line-of-duty" during drill, you're probably out of luck. The law doesn't provide for either military medical treatment or payment for civilian medical care for Reservists who are injured while traveling to or from a drill site. However, you should note that the Veterans Administration may provide care in such cases. Title 38, U.S. Code states that, for the purpose of VA benefits, Reservists who are required by competent authority to perform Inactive Duty Training (IDT) and who are injured while proceeding directly to or from such training are considered to have been performing IDT at the time of injury. The burden of proof rests with the individual Reservist filing the claim with the Veterans Administration for care or benefits.

WHO PAYS THE PRICE FOR FREEDOM?

SIR: I have been associated with the Army Reserve and Army National Guard for almost 30 years and I believe a strong U.S. Defense establishment is necessary to keep our freedom. Most Americans don't understand that the United States has not always been a free country and they don't appreciate our freedom because they haven't suffered its loss. They believe our liberties will last forever and don't need to be protected. Many even look upon the military as "those foolish people who waste money playing games." My answer to these people is that the purpose of the armed services is not to start wars but to prevent wars. What would happen if we shut down our military installations and sent all our servicemembers home? How long would we remain free? A man who has nothing to fight for and nothing he values more than his own safety has no freedom unless he's protected by the lives of others. I'm proud that I'm a soldier! If people want peace and freedom and the right to protest against the military, they must understand that those rights exist only because of the protection provided by those against whom they protest. Don't ever ridicule me for being a soldier! I have no choice because I couldn't sleep at night knowing I was being kept by others.

Staff Sgt. Carey E. Elliott
Pampa, Texas

DENNIS SCIBA

Mobilization Preppy

ARE WE INSENSITIVE?

SIR: As the wife of a man in the Army Reserve, I must say that I am repulsed by your magazine. The latest affront was inside the front cover of the Spring 1982 issue. The drawing suggests that concern for another individual (especially a wife) is undesirable. It also depicts women as prissy, helpless, preppy schoolgirls who couldn't manage *anything* on their own. This viewpoint is biased against people who try to remain human in the face of an extremely inhuman organization, the armed services. I am sure the woman in the drawing is not the "average" wife. I consider myself fairly average and I wouldn't be caught dead in such ridiculous clothing! Furthermore, my answer to Lillian C. Dinkins' letter (Letters — Spring 1982) is that, if the United States gave a war and nobody came, it would be the best thing that could ever happen. Let's worry about feeding the world — not destroying it!

Leigh C. Griffith
Starks, Maine

The artwork was meant to offend no one. Its purpose was to depict the events surrounding the separation of loved ones. There was no intention to label classes of women.

READY, AIM . . .

SIR: It came as quite a shock to me that someone is incorrectly teaching our future officers to fire an M-60 machine gun. In a recent issue of *Army Reserve Magazine* on page 18 (ROTC-Winter 1982), you had a photo of an ROTC cadet "all loaded and ready to go . . ." He may have loaded but he was not ready to go. The photograph shows the *wrong* way to fire an M-60 machine gun, with the left hand on the forearm assembly. To fire it correctly the left hand should be on the tray cover assembly. Please note this to insure that other soldiers don't make the same mistake.

Pfc. Edward O'Connor
Lodi, N.J.

The cadet in the photo is indeed incorrectly prepared to fire. Thanks for calling it to our attention.

CORRECTION: COMMISSARY SHOPPING

In response to Sgt. Greg Brown's letter (Letters-Spring 1982) we were wrong when we said Reservists serving on active duty or Active Duty for Training (ADT) for at least 72 hours can shop in military commissaries. According to AR 30-19 (Army Commissary Food Store Operating Policies), USAR members must be on active duty or ADT for more than 72 hours to be eligible for commissary shopping. As we pointed out, there's a proposal to extend this privilege to those serving on ADT or active duty for 72 hours or less. However, no decision has been made yet.

McCurdy Makes Offers Reservists Can't Refuse

When **Sgt. First Class Ralph S. McCurdy** talks, people listen.

Since taking over in 1976 as Retention NCO for the Louisville, Ky.-based 100th Division (Maneuver Training Command), he's boosted the unit's reenlistment rate from 45 percent to better than 95 percent in 1981.

McCurdy, who was recently recognized by the Department of the Army as USAR Retention NCO of the Year for FY 1981, said he's tried to make himself a "sounding board" for unit members. "I don't look through rose-tinted glasses," he explained. "I make an effort during every drill to get out and talk to as many soldiers as possible so I know what they're thinking and what their problems are."

McCurdy's built a reputation for steering unit members toward career advancement. He's often the man-on-the-spot, offering advice about Military Occupational Specialty duties, Army correspondence courses, USAR School courses or unique training opportunities.

"You can't afford to wait until 60 or 90 days before someone's enlistment ends to worry about retaining them," he said. "I start thinking about reenlisting somebody from the very first day of his or her enlistment. I try to make them feel that, when McCurdy says he'll do something to help them out, he'll get it accomplished. It's a lot easier to put out the little fires early than it is to try putting out a big fire when it's almost too late."

McCurdy has prepared and presented a 16-hour course on retention for the 100th Division's command sergeants major. He's also taught a retention course at the U.S. Army Soldier Support Center, Fort Benjamin Harrison Ind.

His ability to instruct and motivate people has been put to good use by his civilian employer, Ford Motor Company. McCurdy, who works as an assembler in Ford's truck plant in Louisville, helps train co-workers in group problem-solving techniques. The training prepares individuals for participation on Cooperative Work Teams, employee groups which meet regularly to resolve work-related problems hampering productivity.

Photo by Command Sgt. Maj. Charles Kaltenthaler

McCurdy tries to be a "sounding board" for unit members.

Shi Earns Pulitzer Prize Nomination for His First Book

Photo by Spec. 4 Danny Swicegood

Shi: his hard work paid off.

from a story by B. Ashley

At age 30, **Capt. David E. Shi** has already scaled a lofty peak in the literary field. He's authored a book which was nominated for a Pulitzer Prize in biography.

Shi, the Assistant G-1 for planning and training with the 108th Division (Training), Charlotte, N.C., spent four years researching and writing his first book, *Matthew Josephson: Bourgeois Bohemian*. The hard work paid off as the book, published by Yale University Press, was one of less than 25 biographies to earn a 1981 Pulitzer nomination.

Shi's biography studied the life and times of Josephson, a political activist and writer best-known for his 1934 novel *Robber Barons*, which denounced the greed of U.S. industrialists. During the 1920s Josephson lived in Paris, France, among a circle of famous American writers including Ernest Hemingway and Gertrude Stein. He eventually returned to the United States where he remained a prominent social critic until his death in 1978.

"I tried to use Josephson's career to examine the larger cultural and literary scene and to capture the conflict between his social activism and his writing career," Shi explained.

An Atlanta, Ga., native, Shi has been assigned as a member of the 108th since 1977 and is an assistant professor of history at Davidson College in North Carolina. He began his military career as an ROTC cadet at Furman University where he served as a corps commander and was a Distinguished Military Graduate.

Shi majored in political science at Furman and has earned a doctorate in history from the University of Virginia.

Photo, courtesy The Alliance Review

Sgt. First Class Sam Rhodes, his wife, Bonnie, and daughter, Heidi, have a standing invitation to visit Scott Depot W. Va.

Sgt. First Class Sam Rhodes unexpectedly became a life-saver during a recent vacation trip in Tennessee's Smoky Mountains.

While traveling on a remote motor nature trail near Gatlinburg, the Reservist came to the rescue of Ross White, a Scott Depot, W. Va., man, who had gone into shock after being stung by a bee.

Rhodes, a military technician assigned to the 350th Evacuation Hospital, Canton, Ohio, sprang into action quickly. He handed the keys to his own car to his wife, Bonnie, and told her to meet him in Gatlinburg. Then Rhodes calmed White's wife, removed the man's dentures, made him as comfortable as possible, and drove a mile-a-minute down the steep, winding road toward town.

All the way down the mountain, Rhodes and White's wife talked loudly to the patient in a desperate effort to keep him conscious. Concerned about White's lack of pulse and extremely dangerous blood pressure level, Rhodes accelerated to 65 miles per hour after they reached the main street in Gatlinburg.

Once they arrived at a medical clinic, he stayed to assist doctors and nurses in the next stage of White's care. The injured man eventually was taken to a cardiac care unit in a nearby hospital and soon recovered.

The Rhodes family, including baby daughter Heidi, now have a standing invitation to visit the Whites in Scott Depot on a future vacation trip.

* * *

The above is based on a story published in *The Alliance Review*, Alliance Ohio.

U.S. Army photo

Sciba hangs one of his portrait paintings at an exhibition in Nuernberg, W. Germany, in 1979. He took part in his first art contest when he was only 10 years old.

Who says officers have no imagination? When *Army Reserve Magazine (ARM)* asked for help in adding more color to its pages, an officer pitched in.

Maj. Dennis Sciba, an Active Army staffer in the office of the Army's Deputy Chief of Staff for Personnel, contributed the cover illustration for the Fall 1981 issue of our magazine. The drawing featured an imposing array of generals inspecting a frightened USAR enlistee.

Sciba, a freelance artist, also provided a satirical sketch of a hardened supply sergeant offering a bullet to a bewildered Army Reserve private (Issues—page 8 Winter 1982). *ARM's* Spring 1982 inside front cover displayed a Sciba drawing of a Reservist saying goodbye to his wife as his unit prepares to leave for its mobilization station.

The San Jose State University graduate took part in his first art contest when he was only 10 years old and he's been painting and drawing ever since. He's shown his work in several contests and exhibitions in his native state of California and wherever he's been assigned by the Army.

Sciba, who enjoys portrait, landscape and watercolor painting besides drawing, said he models much of his work after the style of the late Norman Rockwell.

The officer-artist will soon depart the Pentagon to become a student at the Army's Command and General Staff College, Fort Leavenworth Kan.

For another example of Sciba's artistry, see page 33 of this issue of *Army Reserve Magazine*.

U.S. Army photo

Kirchner was promoted soon after taking Fifth Army honors.

Spec. 5 Brenda L. Kirchner won acclaim as "the best from East to West" last summer.

Kirchner, a Reservist who's been on a long active duty tour (AGR) since 1976, took top honors as Fifth U.S. Army junior enlisted Soldier of the Year for 1980-81. Fifth Army covers a vast area stretching as far east as Ohio and as far west as Texas.

Kirchner, who also was promoted to staff sergeant last August, joined the USAR in 1976. She served as a retention clerk at 90th U.S. Army Reserve Command headquarters in San Antonio for several years. Since December 1980 she's been assigned to Fifth Army's recruiting and retention office at Fort Sam Houston Texas. Kirchner helps manage Fifth Army's USAR reenlistment bonus program.

Academy Trains Army Reserve's Top NCOs

The Sergeants Major Academy crest symbolizes the highest level of professional advancement for the Army's noncommissioned officers.

Interested in tackling the highest level of Army noncommissioned officer professional education?

Try the Sergeants Major Academy. Its job is to prepare selected NCOs for positions of greater responsibility throughout the defense establishment. That includes the Army Reserve.

Getting a seat at the Academy means more than being treated to some fascinating schooling. It means that the Army thinks highly of those who are selected. It's *prestige*.

VARIETY

Two courses of instruction are available, resident and non-resident (correspondence). The resident version is 22 weeks long. The non-resident course last two years and involves a two-week resident phase near its completion. Both courses are taught at Fort Bliss Texas.

What's taught is divided into several segments. The largest block of instruction is devoted to Leadership and Human Relations. Here students study problems facing senior NCOs in dealing with both individuals and groups.

Another of the four "core" subjects, Military Studies, provides an overall view of U.S. defense policy. The organization and functions of Army divisions are covered in detail.

World Studies focuses on the role of the military as determined by U.S. military strategy and foreign policy.

Participants review the fundamentals of handling the Army's soldiers, money and equipment efficiently. This portion is called Resource Management.

There's also self-paced instruction and an in-depth research project. The latter is designed to train students for advanced research and possible future assignments as action officers on high-level staffs.

The Professional Development segment exposes students to the thoughts of recognized authorities in varied military and civilian disciplines. Non-resident participants are sent selected recordings of the lectures given resident NCOs.

Looking fit, staying fit and being able to conduct physical readiness programs are the objectives of the

Senior NCOs continually face communications problems in dealing with both individuals and groups. Students at the Sergeants Major Academy learn how to handle many of these difficulties.

Physical Training part of the course. If you're accepted for the resident course, you can look forward to running at least five miles a week and participating in group sports.

JUST LIKE COLLEGE

Think of the Sergeants Major Academy as college-level work. In fact, the American Council on Education recommends that 18 undergraduate hours should be awarded for successful completion of the course. The Southern Association of Colleges and Schools indeed recognizes these credits plus the six hours earned by resident participants through elective college courses taught at the Academy.

Applicants for the non-resident course must be E-8s or E-9s. Promotable E-7s are also eligible. Those applying for the resident course must be E-8s or E-9s. E-8 applicants must have a minimum of one year time-in-grade.

Applicants for the non-resident course should complete DA Form 145. Those desiring the resident version should use DA Form 1058. Each application should be accompanied by DA Forms 2 and 2-1, all military school completion certificates or diplomas, Enlisted Efficiency Reports (EERs) covering the five years preceeding application and an official military photo (two are preferable). If you're a member of the Individual Ready Reserve (IRR) your paperwork should be sent to: RCPAC, AGUZ-EP (Education NCO), 9700 Page Blvd., St. Louis, Mo. 63132. Applications from unit members should pass through command channels to appropriate Continental U.S. Armies (CONUSAs).

All applications are considered by a board in Washington. Note that we said the Sergeants Major Academy is intended for *selected* NCOs. That means it's extremely competitive. Only those whose paperwork and photos present the very best picture at the Department of the Army level are chosen.

If you become an Academy student, getting through depends on your passing (it's a "GO, NO-GO" system) every testable block of instruction and the Army Physical Readiness Test. Be assured that the Army's height and weight standards are strictly applied.

Non-resident students should be prepared to devote ten hours a week to studies.

* * *

A USAR point of contact at the Academy is Sgt. Maj. John J. Terranova. His number is (915) 568-8123. The AUTOVON number is 978-8123.

Enlisted

If you're assigned to the Individual Ready Reserve (IRR), you should know about a new set of toll-free phones. The number that reaches your Personnel Management NCO corresponds to your MOS's Career Management Field. Use the numbers as listed below:

- **1-800-325-1878**

Infantry
Field Artillery
Air Defense Artillery
Armor

- **1-800-325-4095**

Combat Engineering
Air Defense Missile Maintenance
Ballistic Land Combat Missile and Air Defense Weapons Systems Maintenance
Aviation-Communications Electronics Systems Maintenance
Communications-Electronics Maintenance
Communications-Electronics Operations
Electronic Warfare/Intercept Systems Maintenance
General Engineering
Chemical
Ammunition
Mechanical Maintenance
Transportation
Aviation Maintenance
Law Enforcement
Military Intelligence
Electronic Warfare Cryptologic Operations

- **1-800-325-4072**

Administration
Automatic Data Processing
Supply and Service
Recruitment and Reenlistment
Topographic Engineering
Public Affairs and Audio-Visual
Medical
Petroleum
Food Service
Band

If you're a Missouri resident, you won't be able to use the toll-free lines. Try the commercial equivalents listed below. Call Collect.

- **1-800-325-1878: (314) 263-7794**
- **1-800-325-4095: (314) 263-7690**
- **1-800-325-4072: (314) 263-7343**

Mobilization

As long as you're assigned to the Individual Ready Reserve (IRR), you're subject to activation during a mobilization. If the balloon went up, how would you be assigned to a unit?

The mechanism is called MOBPERS, which is short for Mobilization Personnel Processing System. It's run by RCPAC in St. Louis.

Reserve Component units are not maintained at full wartime strength in peacetime. If full mobilization occurred, units would require extra troops from the IRR.

Each month MOBPERS compares the numbers of soldiers assigned to USAR units with those that would be required in a mobilization. The result is added to Active Army and National Guard requirements. The total shortfall is then matched with the military skills and grades of IRR members.

IRR soldiers are designated (but are not formally notified) to fill these wartime unit positions. The designations may change each month as the needs of units vary and as the total number of IRR soldiers increases or decreases. If mobilization occurred, you would be ordered to the installation where your designated unit would mobilize. Ultimate assignment to that unit or *any* unit — of the USAR, National Guard or Active Army — would be up to the installation commander.

Requirements which cannot be filled by the IRR are reported to the Military Personnel Center (MILPERCEN) in Virginia so that the Army's mobilization planners can consider other means to make units combat ready. Units which could not be brought to wartime strength after the addition of IRR soldiers could be combined, or newly trained Active Army soldiers could be added to these units to meet the shortfall.

MOBPERS data is sent monthly to 58 mobilization stations across the country. In wartime, assignment decisions may be made more quickly and efficiently with up-to-date MOBPERS information.

Overseas

Individual Ready Reservists and Individual Mobilization Augmentees living overseas don't have to write (or call) St. Louis in order to reach RCPAC (the Reserve Components Personnel and Administration Center).

That's because RCPAC has a liaison office in Europe and plans to open one soon in Hawaii.

If you live in Europe, Africa or the Middle East you can write: Chief, U.S. Army Reserve Affairs Europe, ATTN: AEUR, Box 35, APO N.Y., 09245. The Munich military phone number is 2521/6214/714.

Money

Can the Army reduce the high cost of defense? Yes!

As recently reported to the Government Accounting Office, the Officer and Enlisted Personnel Management Systems-U.S. Army Reserve (OEPMS-USAR) have saved a fortune in training dollars.

In fiscal year (FY) 1981, 1,100 fewer officers decided to resign from the USAR at the conclusion of their military service obligations than the year before. This is the result of an intense effort by which Personnel Management Officers (PMOs) at RCPAC personally contacted all officers who initially requested discharge.

Their decision to stick with the USAR represents an avoided replacement training cost of over $40 million.

Enlisted retention efforts have also proved remarkably successful. Personnel Management NCOs (PMNCOs) have raised the IRR reenlistment rate from 0.7 percent in FY 1977 to 5.97 percent in FY 81. More than 4,000 IRR soldiers reenlisted in FY 81 — a savings of more than $28 million in avoided replacement costs.

Photo by Maj. Dick Crossland

Soldiers from the USAR's 195th Heavy Equipment Maintenance Company, Westminister, Md., recover a National Guard M-42 40mm Anti Aircraft Weapon (Self-Propelled) with an M-88A1 Tank Recovery Vehicle. Though it's an old weapon, the M-42 is still in the Guard's inventory. If circumstances demanded it, the 195th might well have to retrieve identical Guard equipment in battle. The unique support skills of Army Reserve units are considered as the USAR's structure changes.

USAR Plans Hundreds of New Units

by Capt. Bob Pratt

It's Saturday morning on a drill weekend. Your commander faces the troops. A funny expression comes over his face. Then he announces the unbelievable.

Your unit's being inactivated.

Fiction? It's no fairy tale for some USAR soldiers. Indeed, Army Reserve units are constantly eliminated, created or reorganized. Fortunately, the Army watches things closely to keep the turmoil to a minimum.

But, changes occur.

WE'RE GOING TO GROW

Between now and 1988 the USAR's organization—its force structure—should see considerable change. More activations (creations) and reorganizations are planned than inactivations. How and why this growth is slated is covered a little later.

THE ARMY'S CRYSTAL BALL

What the Army wants to look like in the future is the object of an immense modernization effort called Army 90. The idea is to combine improved organization, advanced equipment and doctrine (the principles of fighting wars) in the best way to meet tomorrow's threats.

And, there are threats. The Warsaw Pact, for example, has a recognized advantage over NATO in Europe. We face superior Soviet power in many categories — tanks, air defense, chemical ordnance and more.

Yes, the U.S. has some technical advantages. Lasers, microprocessors and computers help make American battlefield weapons easier to use.

But, our army is smaller. There are limits on the number of people we can recruit and train. In the next war, so states DA Pam 360-866, we must be prepared at the outset to fight *and win* until additional manpower can be mobilized.

GUIDING LIGHT

Just how we're supposed to meet the threats is the purpose of Airland Battle and Airland Battle 2000. These are *concepts*. They project what the Army needs in the future.

They've led to Division 86, a key element in Army 90. Foreseen are divisions capable of placing more firepower *forward* in battle. They would possess more artillery and air defense. They could sustain fueling and maintenance operations close to the fighting. They could strike deeply. A part of the redesign is the High Technology Light Division, or HTLD, that would include airborne and air assault forces for deployment either in NATO or to other world-wide "hot spots."

The impact of Army 90 on the USAR won't be felt until fiscal years 1985 and 1986. But you can see a bit of tomorrow today. Look at the present administration's emphasis on the military's global responsibilities. Note that the USAR is increasingly involved in the fast-moving Rapid Deployment Joint Task Force (RDJTF).

It's important to realize that the Army Reserve's force structure is neither a mirror image of the Active Army nor of the other Reserve Component, the Army National Guard. However, USAR units *support* the structure of the Active and Reserve Components. The USAR is an indispensable part of the whole, the Total Army. That's why roughly a fifth of the deployable Army Reserve units would be committed within 30 days after mobilization began. Some would be required so early that they would go directly where they were needed instead of reporting first to mobilization stations.

As Active divisions, corps and other forces are reworked for future needs, the Army Reserve can't help but be affected.

How does the Army mold what it has into what it wants its structure to be? What is the logical, year-by-year pattern of change?

It's done through a complicated set of steps called Total Army Analysis, or TAA.

National Strategy is provided the Army by the Department of Defense. The strategy takes into account such items as how big a threat to the U.S. might be and where battles might take place. It considers mobilization and warning times. It also keeps an eye on the number of available defense dollars.

The Army then looks at the mix of combat and support forces needed to execute the strategy, a mix that necessarily includes the USAR.

The textbook abilities of this mix are analyzed against the potential military engagements which the Defense Department says are representative of the national strategy. This is war-gaming, something similar to the "play" that makes up the Airland Battle and Airland Battle 2000.

The refined results tell the Army what kind and how many units have to deploy and when.

Units become part of operations plans (for Europe, Korea or wherever) and are provided manpower and equipment according to a DA Master Priority List, or DAMPL.

WHEN YOU GO DECIDES WHAT YOU GET

Not every unit in the Army can be given 100 percent of the people and equipment that it's authorized for war. Who wins the competition for limited resources?

The deployment sequence, or timing, of units judged necessary to meet a threat determines which units are placed at the "top" of the DAMPL. The sooner your unit goes, the higher its priority becomes.

IMPROVEMENTS

Now throw in modernization. It can be large and long-range, like Army 90. Or it can be in the form of Consolidated Change Tables (CTTs). The Tables reflect *continuing* modifications to units' organizations based on changing doctrine, Basis of Issue Plans for new equipment (such as the M-1 tank) and changes in the Army's Military Occupational Specialty (MOS) structure.

Whatever their nature, modernization demands are worked into the next TAA cycle. A mix of forces is considered, war-gaming is conducted and so on. The numbers produced are then translated into unit activations, inactivations and reorganizations.

Five-year plans (through fiscal 1988) call for the activations of approximately 434 Army Reserve units. That means creating roughly 45,000 new positions for soldiers.

A few units will bite the dust. Those that are will be reorganized to form the bases of brand new units. Many outfits will experience alterations in organization and equipment. These reorganizations are intended to improve units' "early combat capability" reflected in TAA cycles. Here's what's in store for fiscal years 1983 and 1984.

Activations

- **8 Nuclear, Biological, Chemical/Smoke Companies**
- **4 Engineer Panel Bridge Companies**
- **2 Medical Battalions**
- **3 Hospitals**
- **5 Adjutant General Battalions**
- **5 Combat Electronic Warfare Intelligence (CEWI) Battalions**
- **3 Medical Groups**
- **3 Ammunition Companies**
- **2 Electronic Warfare Intelligence Groups**

Conversions **(What Units Will Reorganize To Be)**

- **2 Smoke Generating Companies**
- **11 Hospitals**
- **9 Veterinary Detachments**
- **25 Ammunition Companies**
- **12 Signal Companies**
- **15 Adjutant General Companies**
- **9 Maintenance Companies**
- **5 Truck Companies**
- **4 Military Intelligence Companies**
- **7 Military Intelligence Detachments**
- **2 Area Support Group Headquarters and Headquarters Companies**

These are *plans*. Like anything else, they're subject to changes in the money picture.

However, the USAR force structure improvements indicate the specialized, crucial combat support and combat service support skills which tomorrow's Army needs.

Active Army Builds Meaner, Longer-Lasting Force

As the USAR's structure changes for the future, so do the Active Army's 16 divisions. The drive to transform what we have into a more mobile, harder-hitting and leaner force makes the alterations inevitable.

Here's what's programmed for fiscal year 1983:

Activations

- **2 Combat Electronic Warfare Intelligence (CEWI) Battalions**
- **2 CEWI Groups**
- **1 Air Defense Artillery Battalion (Patriot missile)**
- **3 CEWI Companies**
- **2 Aviation Companies**
- **2 Petroleum, Oil, Lubricant (POL) Companies**
- **2 Nuclear, Biological, Chemical (NBC) Companies**
- **1 TACSAT (Tactical Satellite Communications) Company**

Conversions

- **6 105mm Field Artillery (FA) Battalions to 155mm**
- **3 Combat Aviation Battalions to the Blackhawk (helicopter)**
- **1 Infantry Battalion to a Mechanized Battalion**
- **4 Armor Battalions to the M-1 tank**
- **2 Divisions will receive the Multiple Launch Rocket System (MLRS)**
- **4 Cavalry Squadrons to the M-1 tank**
- **3 Mechanized Infantry Battalions will receive the Bradley Fighting Vehicle (BFV)**

The conversions largely reflect the introduction of new equipment, like the turbine-powered M-1 tank and the lethal MLRS.

Planned changes beyond the next fiscal year include the activation of 30 company-size logistics units. The new outfits would recognize the requirement to strengthen the Active side's support "tail" behind the combat "tooth."

The Pentagon would like a Total Army of 26 divisions (Active and Reserve Components) by the late 1980s. We now have 24.

Whatever structure evolves, it must be able to survive in battle *longer*.

Senate Demands Leaner USAR Command

Congress takes a keen interest in seeing that the Army Reserve is provided with adequate manpower, equipment and training. Part of this interest concerns how well the USAR's command structure serves the Army Reserve's considerable mobilization responsibilities.

You deserve to know what the folks on Capitol Hill are thinking. That's why we've printed the following excerpt from the Senate Armed Services Committee Report #97-330, dated April 13, 1982.

The Committee says that the Army Reserve's command structure has too many layers. There's too much duplication. It's unwieldy. (See page 13 of the Winter 1982 *Army Reserve Magazine*.) The committee also thinks that the present situation is inefficient and even dangerous. It cites a 1979 General Accounting Office report, which drew the following conclusion:

"The Air Reserve structure is relatively efficient and viable. On the other hand, the Army Reserve component structure contains duplicative and overlapping capabilities, is unable to move from a peacetime to a wartime configuration without significant modification, and has deficiencies in the mechanisms for developing mobilization plans."

Although structure problems have been brought to the Army's attention, only limited changes have been made.

The Committee says it's disappointed that none of the redundant intermediate levels have been eliminated or reduced.

In order to determine the direction of future legislation in this area, the Committee has tasked the Secretary of the Army to address and report on the following issues by December 1, 1982.

- The differences between the Army Reserve and the Air Reserve that require such dramatically dissimilar command structures

- An explanation of the continued need for the command structures represented by the three Continental U.S. Armies (CONUSAs)

- The extent to which the assistance provided to Reserve units by purely administrative headquarters, like Army Readiness and Mobilization Regions, is duplicated by that offered by the gaining commands to which Reserve units would be attached upon mobilization

- The rationale for not eliminating the 19 Army Reserve Commands altogether, or at least replacing them with smaller, more efficient organizations

- The justification for maintaining the responsibility for Reserve personnel management in the office of the Deputy Chief of Staff for Personnel rather than the Office of the Chief, Army Reserve

The Committee concludes that a leaner command structure would save millions of dollars and, consequently, make funds available to reduce the Army Reserve's equipment shortfall.

U.S. Army photo by Maj. Dick Crossland

Army Uses Logic, Not Magic, in Locating New Units

by Maj. William J. McKemey

Early morning sunlight creeps inside through barred windows. A muffled drum roll begins. A blindfolded man carefully hefts a spear. He hesitates momentarily.

Then he hurls it across the room into a huge wall map.

Before the echo of the spear's impact can fade, a spotter cries, "Low and to the left — 250 miles off the west coast of Florida."

The Army thus picks the location for a new USAR smoke generator company.

* * *

It wouldn't be difficult to convince some people that such an event occurs when Army Reserve units are stationed.

However, the procedures involved are significantly more complex.

Placing a well structured USAR unit in the best location with appropriate resources requires continuous effort by many people over a long period of time. Successful location is a key element in developing trained, equipped and deployable organizations.

The work begins when the Office of the Chief, Army Reserve (OCAR) issues Troop Action Guidance (TAG) to Headquarters, U.S. Army Forces Command (FORSCOM).

The TAG represents the latest Department of the Army force requirements analysis. It tasks FORSCOM to execute specific unit activations, inactivations and reorganizations. (TAG is the result of Total Army Analysis, which is discussed in the article beginning on page 11.)

This guidance doesn't include unit relocations.

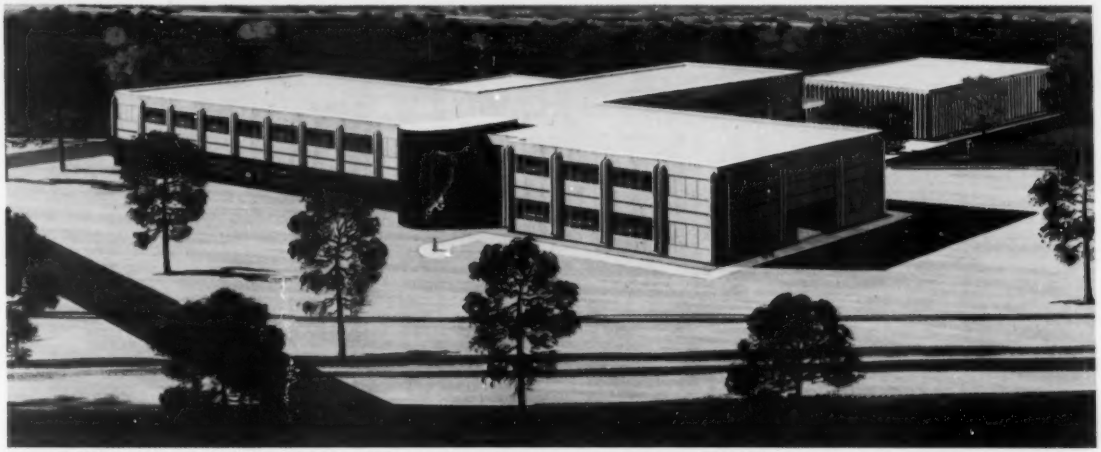
During the 18 to 24 months before execution, troop actions are reviewed by staffs at various levels. The purpose is to determine what it will take to achieve the ultimate goal — USAR units capable of carrying out their assigned mobilization missions in two to four years.

EQUIPMENT SHORTAGES

The TAG is ultimately translated into a Troop Action Program, or TAP. But, before the TAP is allocated to the three Continental U.S. Armies (CONUSAs), the availability of equipment is reviewed. Equipment shortages continue to be the greatest single resource problem. Those actions

U.S. Army photo by Don Espeland

Troops from the USAR's 946th Transportation Company, Lewes, Del., prepare to sling load cargo to an Active Army Chinook chopper at Fort Eustis Va. The biggest factor in locating an activating unit is the ability to recruit soldiers. Another is the establishment of an appropriate CAPSTONE relationship.



The availability of adequate facilities and maintenance and technician support play a large part in deciding where to locate new units. The rendition of a 1,000-man USAR center is by S.K. Wolf.

involving projections of inadequate equipment resources are referred to Headquarters, Department of the Army (HQDA) for further resolution.

RECRUITING MARKETS

Unit activations are also sent to the U.S. Army Recruiting Command (USAREC) for market analysis. This critical step determines if the people needed to man units can be recruited and, accordingly, where these units can best be situated from USAREC's point of view. The ability to recruit is the most important aspect to stationing a unit. Without adequate numbers of soldiers, training funds, equipment and facilities cannot be used.

TRAINING AFFILIATION

As USAREC looks at location, the FORSCOM staff determines how unit action relates to the CAPSTONE program. Up to this point, the TAG deals only with quantities and types of units. Now the FORSCOM staffers recommend specific units to be reorganized or inactivated and identify CAPSTONE associations for units scheduled for activation.

Realize that reorganizations and inactivations are usually predetermined by "operational requirements." That is, the Total Army needs to reorganize its mix of units to better meet potential military threats.

But, where flexibility exists, subordinate headquarters are asked for information.

CAPSTONE is important for units slated for activation. It links them to other (Reserve or Active Component) organizations for mobilization. Yet it isn't the only consideration behind locating new units. Again, stationing a new unit is complex because there are so many factors to ponder. While it's desirable to place an activating unit relatively near its next higher CAPSTONE headquarters, circumstances may prevent that from happening.

The CONUSAs, with the Major U.S. Army Reserve Commands (MUSARCS), review the TAG, considering CAPSTONE and recruiting recommendations, before submitting their proposals to FORSCOM. Although the TAP still has to be issued, the CAPSTONE and USAREC data give force structure planners a good idea of which unit actions will be allocated to each CONUSA.

As tentative locations for activating units are developed by CONUSAs and MUSARCs, other items are considered. They include: the ability to train and supervise new units, the availability and adequacy of facilities, the number of USAR soldiers "made available" as their units are inactivated, peacetime command and control, and maintenance and technician support.

When CONUSA recommendations and tentative locations are received at FORSCOM, they are incorporated into the TAP. Usually the CONUSAs' stationing recommendations match the number of unit actions required by HQDA. When there are more recommendations than there are particular types of available units, then FORSCOM decides which CONUSAs will receive which units. This also happens when stationing proposals don't meet HQDA requirements.

Eventually a Troop Action Program is published by FORSCOM. It tasks CONUSAs to execute their assigned unit actions. Stationing proposals are still tentative. Trade-offs are made. Plans are changed. Many months pass before final location plans are submitted through FORSCOM and to OCAR for final approval.

If information is accurate and all the work is done correctly, a new USAR unit is activated. Within four years of the effective execution date the unit is trained, equipped and ready to assume its mobilization responsibilities. Meanwhile the force structure steps outlined above are repeated several times.

Troop Action Programs are expanding the number of USAR units and underlining the Army Reserve's contribution to the total force.

* * *

Maj. McKemey is an Operations and Training Staff Officer in the Force Structure and Stationing Division, Deputy Chief of Staff for Operations, FORSCOM. The FORSCOM Public Affairs editor for this article was Nancy Anne Haynie.

USAR Braves Elements at Gallant Eagle

Photo by John Pinderhughes

The USAR even provided firefighting capability during Gallant Eagle. The 467th Engineer Platoon (Firefighting), Garden City, Kan., tests equipment in unexpectedly freezing temperatures.

Forty thousand soldiers, airmen, sailors and Marines gathered in April to flex the muscles of the Rapid Deployment Joint Task Force (RDJTF). Called Gallant Eagle, the operation was the largest U.S. military training exercise since World War II.

The sprawling desert of Fort Irwin, Calif., provided unexpected realism. Gallant Eagle was conducted in searing heat, biting cold, sand, snow and 40-knot winds. The RDJTF would have to face the same extremes in battle.

More than 40 Army Reserve units from across the country — even units not identified for the RDJTF — provided fuel, subsistence, maintenance, transportation, medical care, aviation support and water purification. Lacking the combat support and combat service support contributed by the USAR, say Defense officials, the RDJTF could not be sustained without unacceptable degradation of U.S. military power.

Photo by Bill Congo

Soldier from the USAR's 950th Combat Support Company, Van Nuys, Calif., provides vehicle maintenance. Army participation in the RDJTF relies heavily on USAR maintenance skills.

Photo by John Pinderhughes

Troop from the 137th Combat Support Company, an Army Reserve unit from Pasadena, Calif., fires a field bake oven. Baked goods, particularly bread, are an important part of the diet used to sustain a field force.

Photo by John Pinderhughes

April snow pelts a huge water purification unit manned by an Army Reserve soldier from the 340th Engineer Detachment, Las Vegas Nev. Fresh water is a vital commodity in desert operations.

Photo by John Pinderhughes

Soldiers throughout history have signed battlefield landscapes. Gallant Eagle participants are no exception.

Photo by John Pinderhughes

Soldier from the Active Army's 82nd Airborne Division mans a TOW (Tube-Launched, Optically Tracked, Wire-Guided) missile in the desert. USAR units help support this soldier and others in providing the rapid projection of American military might. Snow-capped hills in the background hint of Fort Irwin's starkly beautiful, harsh environment.

Troops are tested upon arrival for Initial Active Duty for Training (IADT). A steady increase in USAR unit strength is a major factor in the 1983 budget request.

U.S. Army photo

USAR Asks for $2 Billion in 1983

by Maj. Dick Crossland

Nearly two billion dollars have been requested to man, operate, train and maintain the Army Reserve during the 1983 fiscal year, which begins October 1, 1982.

Congress has been asked to approve a Total Obligation Authority (TOA) of $1,954,000,000, which is an increase of $255,000,000 over the estimated 1982 obligation. In constant dollars, this translates into a real program growth of about six percent.

MANPOWER BOOST

A major factor influencing the 1983 budget request is the steady increase in Army Reserve unit strength. Moving from a 1978 low point of 185,800, unit strength was at 220,122 when the 1982 fiscal year began.

Officials are seeking to support a FY 1983 paid drill strength of 260,280, which is about 36,000 short of current Army Reserve wartime requirements. However, current projections show that the required unit strength levels will be reached after FY 1986.

In addition to increasing in strength, the unit mix of the Army Reserve is being modified to improve the Army's capability to meet today's threat. Force structure plans for the next five years call for the activation of 434 Army Reserve units with $6.4 million of the 1983 request being dedicated to force structure changes.

SUPPLIES

Approximately $220 million has been budgeted for supplies and equipment. This amount should satisfy the major requirements of those Army Reserve units identified for the Rapid Deployment Joint Task Force and those units tagged for rapid reinforce-

Photo, courtesy 310th TAACOM

The 1983 USAR budget request contains $220 million for equipment and supplies. This will help early deploying units. But the Army Reserve is still short roughly two thirds of its wartime requirements. Above an Army Gamma Goat leaves a Navy cargo ship in Rotterdam. This and other equipment was sent to Germany during recently completed REFORGER exercises.

ment of NATO, as well as most of the remaining high priority Army Reserve units. In addition, the Army will be able to obtain critical items, such as chemical defense equipment, for later deploying Reserve units.

Although pay accounts for approximately 62 percent of the Army Reserve budget, officials propose to spend $121.8 million for schooling plus mobilization and other special training. This is an increase of 178,694 man-days. (A man-day is the term for a day of active duty which is in addition to Annual Training.)

CONSTRUCTION

The 1983 Army Reserve military construction request is $42.8 million. This will provide $28.5 million for major construction, which includes five new Reserve centers and four new maintenance facilities. Five centers will be expanded and modernized. The request gives $1.5 million for indoor rifle range modifications and increases planning and design funds by $2.6 million. Other minor construction is $4.2 million.

Individual Ready Reserve strength is 213,000 and is significantly below its desired level of 453,800. To help increase IRR strength, the Army is proposing to spend $24.8 million FY 1983 dollars to initiate the direct enlistment program and desires to fund again the IRR reenlistment program.

Despite the increase in the Army Reserve budget, the FY 1983 request does not accommodate all Army Reserve needs. As Secretary of the Army John O. Marsh Jr. said in his FY 1983 Posture of the Army statement, the resources which the Army can give to the National Guard and the Army Reserve fall far short of what he would prefer to give them.

BACKLOGS

Overall, Army Reserve equipment status will improve slightly under the FY 1983 proposal; but in dollar terms, the Army will lose ground because of modernization changes and force growth.

At the beginning of FY 1982,

the Army Reserve had equipment on hand which represented approximately 32 percent of its wartime requirements, as expressed in dollar values. This is an equipment shortfall of just under $4 billion.

The Army Reserve has a construction backlog of $938 million to replace obsolete or deteriorated facilities among the USAR's 1,075 Reserve centers and 181 maintenance facilities. This is an increase of $90 million from a year ago.

Also, the recognized training needs of the Army Reserve are not fully funded. As Secretary Marsh has stated, "Reserve programs such as additional training assemblies, additional man-day support, training travel allocations and resident school funds, have not kept pace with needs. These collective training needs are deferred to future budgets."

The Army Reserve represents less than one percent of the total Department of Defense FY 1983 budget. The USAR is a $2 billion bargain.

Army Reserve soldiers take part in tactical exercises during IADT at Fort Dix N.J. Although more training money has been requested in the 1983 USAR budget, the dollars fail to keep up with training needs.

U.S. Army photo by Maj. Dick Crossland

Total Force: USAR Plays Critical Role

The Army Reserve contributes a lion's share of the Total Army's combat support and service support units. It also provides a small proportion of combat outfits.

What's on the next five pages is just a glimpse of the incredible variety of skills Army Reservists possess. Keep in mind that without these skills the Army *could not* function in battle.

Below are examples of the crucial role USAR units play in the total force.

USAR WARTIME CONTRIBUTIONS:

- **62 percent of Army hospitals**
- **51 percent of the Army's conventional ammunition companies**
- **78 percent of the Army's petroleum supply companies**
- **26 percent of the Army's combat engineer battalions**
- **38 percent of the Army's combat support aviation companies**
- **100 percent of the Army's training divisions**
- **97 percent of the Army's civil affairs units**

Photo by John Pinderhughes

The Shore. Troops from the 67th Transportation Group (Railway), Jacksonville, Fla., unload landing craft at Fort Story Va. This is Logistics-Over-The-Shore (LOTS) training. The ability to unload cargoes on beaches is crucial when ports aren't around. Reserve Component units' LOTS support to the Rapid Deployment Joint Task Force (RDJTF) is indispensable. It's also critically limited in resources.

Photo by John Pinderhughes

The Snow. USAR troops from Headquarters, 2nd Battalion, 11th Special Forces (Columbus, Ohio) board an Active Army chopper from the 197th Infantry Brigade (Fort Benning, Ga.) during a winter exercise. The snowy post is the Wisconsin National Guard's Camp Douglas. Army Reserve soldiers are expected to operate in many environments — including cold ones.

U.S. Army photo by Maj. Dick Crossland

The Jungle. A soldier from A Company, 2nd Battalion, 11th Special Forces Group, 1st Special Forces hacks underbrush in order to set up an observation camp during a tactical exercise in the tropics. The setting is Isla Pineros (Island of Pines), just off Roosevelt Roads Naval Reservation in Puerto Rico.

Photo by John Pinderhughes

Pvt. Cindy L. Sutton, an Army Reservist assigned to the 328th General Hospital, Fort Douglas, Utah, practices a wrist X-ray during Initial Active Duty for Training (IADT) at Fort Sam Houston Texas. The patient is Pvt. Robert E. Tate, a USAR soldier assigned to the 325th General Hospital in Kansas City Mo. Both are Medical X-ray Specialists (91P). Army medical personnel receive some of the finest medical training in the world at Fort Sam.

U.S. Army photo by Maj. Dick Crossland

Pvt. Suzanne J. Mahaffy, a Reservist assigned to the 323rd General Hospital in Southfield, Mich., applies moist heat therapy during IADT at Fort Sam Houston Texas. The patient is Pvt. Lisa E. Brown, an Active Army soldier from Valparaiso Ind. Mahaffy is a Physical Therapy Specialist (91J).

U.S. Army photo by Maj. Dick Crossland

Medics from B Company (Medical), 157th Support Battalion, carefully handle an actual casualty during Annual Training.

Photo by Jinhn Finderhughes

Pfc. Phylis Ancrum, an Army Reservist with the 348th General Hospital, Folsom, Pa., checks the degree of ankle flexion of Pfc. Frederick Analla. Analla, an Active Army enlistee from Trenton, Ill., is playing the role of a patient during Physical Therapy Specialist training at the Army's Academy of Health Sciences, Fort Sam Houston Texas.

U.S. Army photo by Maj. Dick Crossland

A thoroughly exhausted troop from the 157th Separate Infantry Brigade rests at B Company (Medical), 157th Support Battalion (Edgemont, Pa.) after five days of field training. Fatigue and disease in war have historically accounted for more losses than injury.

U.S. Army photo by Maj. Dick Crossland

Pvt. Pedro Colon, an Army Reservist from Youngstown, Ohio, and Pvt. Claudell Washington, an Active Army soldier from Columbia, S.C., train together during IADT at Fort Sam Houston Texas. Both are Medical Lab Specialists (92B). They're conducting a Bilirubin, or liver function test.

ARMOR

U.S. Army photo by Maj. Dick Crossland

Armor units would consume vast amounts of ammunition on the battlefield. Without the ability to keep tank outfits stocked with ammo, the Army could be placed at considerable risk. Above troops from the 68th replenish during a night firing exercise at Fort Pickett Va.

U.S. Army photo by Maj. Dick Crossland

There are only a few armor units in the USAR. But they make a significant contribution to the combat capability of the total force. Here an M-48A5 from the 6th Battalion, 68th Armor, Bethlehem, Pa., roars out for training at Fort Pickett Va. The shock power of tanks in battle is notorious.

U.S. Army photo by Maj. Dick Crossland

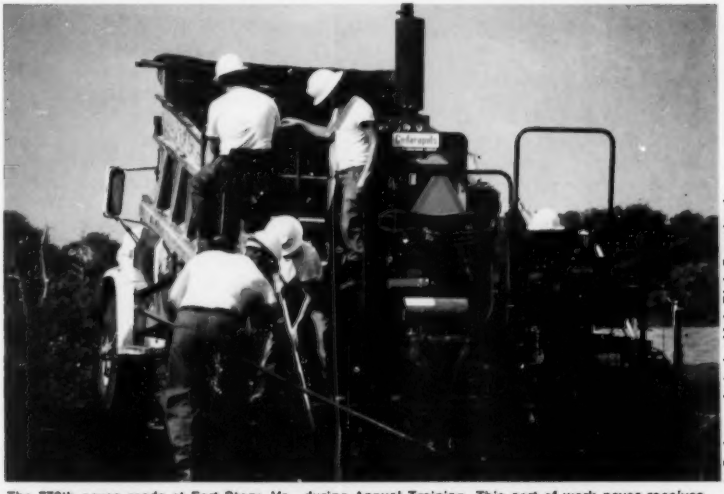
An eerie, magnificent glow silhouettes the 68th during a night firing exercise.

U.S. Army photo by Maj. Dick Crossland

The 157th Separate Infantry Brigade's 420th Engineer Company (Pittsburgh, Pa.) erects a pontoon bridge at Fort Pickett Va. This is strenuous, painful work. But without the ability to ford water obstacles in wartime the 157th would find its mobility severely curtailed. Consequently, the support the 420th would contribute is extremely important.

U.S. Army photo by Maj. Dick Crossland

The 770th Engineer Company (Construction) from Penn Yan, N.Y., runs a rock-crushing operation at Fort Pickett Va. This isn't a glamorous task. But it's essential. Crushed rock is used to build roads, sumps and air fields. These are invaluable wartime facilities. The unique expertise and equipment of the 770th and similar USAR units is eagerly sought by Active Army installations.



U.S. Army photo by Maj. Dick Crossland

The 770th paves roads at Fort Story, Va., during Annual Training. This sort of work never receives the limelight. However, a field force would have a difficult time sustaining operations in battle without the support provided by units like the 770th.

Retirement Accounts Offer Break for Taxpayers

by Henry Kearney

Money doesn't grow on trees. It often doesn't grow in savings accounts either.

That's why many Americans faced with the constant grind of inflation and taxes are considering Individual Retirement Accounts (IRAs) at banks, credit unions and other financial institutions.

An IRA is a special program which allows you to set up your own retirement plan and save on taxes at the same time. This year marks the first time that all wage-earners, including those already covered by company or government-sponsored pension plans, can invest their money in the tax-sheltered IRAs.

Art by Dana Summers, courtesy Dayton Journal Herald

HOW IRAs WORK

Every year you can put as much as $2,000 of your earned income in an IRA. For joint accounts involving a non-working spouse, the limit is $2,500. If both husband and wife work, each is entitled to contribute a maximum of $2,000 from their wages or salaries. It's important to remember that, as long as you stay within the maximum, the amount you contribute to your account may vary from year to year. If you want, you can even skip some years.

IRAs offer significant tax advantages. Unlike ordinary savings accounts, all money invested in IRAs is tax-deductible. Another advantage is that all interest, dividends and other earnings from an IRA accumulate tax-free until you withdraw the money. This allows your investment to grow at a rapid pace.

Once you reach retirement age and start withdrawing funds from your IRA, you'll only be taxed on the amount you take from the account each year. Since it's likely you'll be in a lower tax-bracket after you retire, the amount of tax you will owe on the withdrawn funds will be that much lower.

CAN YOU AFFORD IT?

A common misunderstanding about IRAs is that you have to be rich to afford the investment. Most of what you've read probably has talked about contributing the maximum of $2,000 a year to an IRA. However, you can contribute as little as you can afford.

American Bankers Association (ABA) officials point out that, if you can save just $9.62 a week, you can contribute as much as $500 a year to an IRA. That much money invested each year in a typical IRA could result in an account worth more than $40,000 in 20 years and more than $400,000 in 40 years, the officials said.

If you're struggling to make ends meet, be aware that you don't have to get your money together all at once for a yearly IRA contribution. To be eligible for a deduction on your 1982 tax you can contribute installments up until "tax day" — April 15, 1983.

WITHDRAWING YOUR MONEY

Since IRAs are long-term commitments, there are some strings attached. The money you deposit and the interest earned can't be withdrawn without penalty until you are at least 59½ years of age. If any money is taken out earlier or if the account is used as security for a loan, you will have to pay income tax on the amount of the IRA withdrawn or pledged. In addition, a 10 percent penalty tax also would be assessed.

There are a few exceptions to this rule. The money in your IRA can be taken out without penalty if you become disabled or it can be given to a beneficiary if you die. You can also move an IRA from one trustee or institution to another once a year as long as the entire account is moved.

Once you reach the age of 70½ years, you *must* stop contributing to your IRA and start taking money from it. There are several withdrawal options available, including taking the money out in a lump sum. ABA officials warn that "lump sum" withdrawals may sharply increase the amount you pay in taxes for that year. It's usually suggested that individuals withdraw the money gradually in specified amounts, based on life expectancy tables and a percentage of the total sum in their IRA.

IT PAYS TO SHOP

Not all IRAs are the same; they're offered by banks, savings and loans, credit unions, brokerage houses, mutual funds and insurance companies.

Some plans offer high interest rates but they tend to invest your money in more risky situations. Other plans offer lower interest rates but invest only in the most reliable sources, such as U.S. Treasury bonds and notes.

Besides differences in the rates of return on investments, some IRAs are more expensive to start and maintain than others are.

Before you sign up for an IRA, you should read the contract carefully. If you don't like what you see in the contract, ask questions. Shopping for the best possible IRA can help you earn thousands of dollars more for your future.

For more information about IRA rules, call or write your local Internal Revenue Service (IRS) office and ask for a free copy of IRS Publication 590, *Tax Information on Individual Retirement Arrangements.*

New recruits of the 123rd ARCOM taste their first PT during a PREP-TRAIN orientation weekend at Fort Harrison Ind. PREP-TRAIN helps reduce the shock of Initial Active Duty for Training (IADT).

Photo, courtesy 123rd ARCOM

A Taste of Basic Saves Soldiers, Money

by Tim Miller, 123rd ARCOM

Two years ago, the 123rd ARCOM in Indianapolis calculated that 15 to 20 percent of its non-prior service enlistees never made it through Initial Active Duty for Training (IADT).

Many recruits were simply not prepared for the rigors, the "cultural shock" experienced in basic training.

It was felt that, if these recruits could be oriented to military life *before* IADT began, losses could be cut. Such an effort would benefit the 75 USAR units in Indiana and, as well, require the pooled resources of the commands to which these organizations are assigned.

So the 123rd, the 70th Division (Training), the 300th Military Police Command, District Recruiting Commands and others put their heads together.

The result is the Non-Prior Service Orientation Program, tabbed PREP-TRAIN.

New recruits now receive an intensive weekend orientation either at Fort Harrison, Ind., or the USAR Center in Southfield Mich. Plans call for a third site in western Michigan.

Of those who've attended PREP-TRAIN weekends, less than two percent have dropped out of IADT. The 123rd estimates that nearly $500,000 has been saved in the first 12 months of operation. A year before PREP-TRAIN began, the cost of IADT discharges was pegged at $2 million. The figure is expected to be reduced to less than $300,000 within three years.

The dollar figures are associated just with the 123rd. But, there's no doubt that the other commands participating in PREP-TRAIN are saving money. And no one command's operating budget is strained because the resources to run the program are shared.

The Army Reserve can always use more training money. When something like PREP-TRAIN keeps what money we have from being wasted, that's good news.

Pouched Meals Are In, Canned "C's" Are Out

Soldiers in the field can stop worrying about losing those life-saving P-38 can openers. That's because tinned C-rations will soon be history.

They're being replaced by tasty morsels packaged in tear-open foil and plastic "retort" pouches. The new rations are called MREs, or Meals Ready to Eat.

SORRY, NO PHEASANT ASPIC

Quick-energy menus include such delights as ham and chicken loaf, meatballs, diced beef with gravy, chicken a la king, cherry nut cake and strawberries. Smokers will be disappointed: MREs don't include cigarettes. However, the ham and lima bean entree has also disappeared, a fact that may please those who would rather do without that delicacy.

EASY COOKING

All MRE food is fully cooked, and can be eaten hot or cold. Some items, like pork patties and peaches, are freeze-dried. All one has to do is tear a notch in the bag, soak the contents in water and drain. Entrees can be heated simply by placing unopened pouches in boiling water for about five minutes.

There's an advantage to MREs that isn't readily apparent. They have a longer shelf life than C-rations (technically called Meals, Combat, Individual, or MCIs).

Pouched food keeps eight years in refrigerated storage. MCIs keep five years. MREs last four years in unrefrigerated storage. MCIs last three. This means the Army can store more war reserve food and replace it less often. This gives fighting troops, who are dependent on supply trains, an important edge.

There are obvious advantages too. MREs are light. They weigh 36 percent less than the canned food. AND MREs can be stuffed in places where "C's" won't easily fit, like soldiers' pockets.

Officer Branch Selection:

ROTC Cadets Reach a Turning Point

by Henry Kearney

Every year thousands of Reserve Officers' Training Corps (ROTC) cadets reach a turning point in their Army careers. They have to set aside their slide rules, notes from modern literature classes and political science textbooks to decide the officer branch in which they desire to serve.

Department of the Army officials emphasize that it's important for cadets to apply for branches and specialties which match their academic backgrounds and the technical and professional skills they've acquired. They noted that those who apply for specialties for which they're unqualified are wasting an opportunity to help plan their professional development as officers.

U.S. Army photo by Maj. Dick Crossland

A cadet studies a map during a training exercise at Fort Dix N.J. Every year senior ROTC cadets throughout the United States face critical decisions as they help the Army plan what officer branches they'll be assigned.

TELLING THE ARMY WHAT YOU WANT

All ROTC cadets and Reserve commissioned student officers who expect to earn bachelors' or post-graduate degrees between April 1, 1983 and March 31, 1984 are required to send their branch preferences to the Department of the Army this fall. They can list four choices on DA Form 4370-R (Cadet/Student Initial Preference Statement). There's also a space on the form to indicate a desire for Active duty or Reserve Forces Duty (RFD) or to request an educational delay to complete additional schooling.

For males, at least two branch or specialty preferences must be from the combat arms (Air Defense Artillery, Armor, Aviation, Combat Engineer, Field Artillery, Infantry). Females, who may not select Infantry or Armor, must list at least one combat arms branch as a preference.

Army officials said there is normally a 90 percent chance that cadets will be assigned one of their four branch choices. Branching boards at the Department of the Army Military Personnel Center (MILPERCEN) and the Reserve Components Personnel and Administration Center (RCPAC) take into account the needs of the Army, cadets' academic skills, recommendations from Professors of Military Science (PMSs), prior military training and civilian jobs or experiences.

Approximately half the ROTC cadets and Reserve commissioned student officers who were branched in FY 1982 received combat arms assignments. The remainder of the assignments for ROTC graduates were about evenly divided between combat support (CS) and combat service support (CSS) specialties.

ROTC students should note that they have a much greater chance of selection for CS and CSS branches than do West Point cadets. There's a requirement that 80 percent of U.S. Military Academy graduates must be assigned combat arms specialties.

RESERVE FORCES DUTY BRANCH SELECTION

Some graduating ROTC cadets have Guaranteed Reserve Forces Duty (GRFD) contracts. Although these are written agreements between the Army

and individuals specifying that service obligations will be completed exclusively in the Reserve Components, cadets with these contracts can apply for either Active duty (thus voiding the agreement) or RFD.

When those who have GRFD contracts opt for duty in the Reserve Components, their officer accession packets are sent through their respective ROTC Regions to RCPAC. An informal RCPAC branching board consisting of Personnel Management specialists and commissioned officers then assigns branches to these cadets.

The packets of all other cadets and student officers applying for RFD are received at MILPERCEN. Since the Active Army is now meeting its strength requirements in most specialties, requests for service in the Reserve Components are generally approved. Once RFD is granted, the individual's packet is forwarded to RCPAC for branch designation.

Army officials estimate that approximately one-third of the students who are selected for RFD either already belong to or have been accepted by Reserve or Guard units by the time their packets arrive at RCPAC. Many of these are Simultaneous Membership Program (SMP) participants who belong to units and ROTC at the same time and already have received early commissions.

RCPAC officials point out that unit assignments are important factors in the branch selection process. However, Total Army mobilization requirements, PMS recommendations, academic backgrounds, technical skills and cadets' preferences are also taken into account. These considerations are most significant for student officers and cadets who don't belong to units. The RCPAC board also often looks at school and hometown locations for clues about future unit affiliations for those who haven't yet joined units.

Students usually learn about their RFD branch assignments five or six months after submitting DA Form 4370-R with their accession packets. Then RCPAC Personnel Management specialists work through ROTC Regions and host institutions soliciting direct contact with each RFD designee to answer questions and discuss what happens next.

RCPAC schedules each designee for Initial Active Duty for Training (IADT) to attend his or her branch officer basic course. This is almost always accomplished within one year of commissioning or graduation from school, whichever comes last. Officials at RCPAC will also assist in getting RFD designees assigned to units as soon as possible. Mandatory unit assignments will be made if graduating cadets and officers don't act promptly to find spaces in Army National Guard or USAR units.

U.S. Army photo by Dave Matthews

Cadets "hang by a thread" 40 feet above the Little River at Fort Bragg, N.C., during ROTC Advanced Camp Reconnaissance Commando training. Military training, recommendations from Professors of Military Science, academic skills and the Army's needs are all considered in officer branch selection.

ACTIVE DUTY BRANCH SELECTION

If graduating students ask for Active duty on DA Form 4370-R, their packets will be reviewed by a board at MILPERCEN. Almost all requests for Active duty are met.

However, ROTC students graduating from junior colleges can't apply for Active duty until they near completion of their bachelors' degrees. Junior college graduates who ultimately desire Active duty will be given educational delays to complete their schooling.

The MILPERCEN branch selection board, consisting of PMSs from each of the ROTC Regions, considers the same factors as RCPAC's RFD board. However, unlike the RFD board, the MILPERCEN board may select new branches for those with early commissions who are already branch assigned as members of Reserve or Guard units.

Maj. James Nichols, a MILPERCEN Accessions Management officer, said Reserve Component unit assignments are considered important but not deciding factors in Active Army branch selection. Academic and technical skills, Army needs and PMS recommendations may override previous experience and training in a unit, he said.

This applies even if an individual has completed an officer basic course by correspondence. However, Nichols explained that, if a student has completed a resident branch officer basic course, MILPERCEN will assign the individual in that branch.

Students who've asked for Active duty normally get the word on their branch assignments in January, approximately two months before RFD selections are announced.

Besides the board which assigns specialties to Active duty applicants, there's another Department of the Army board which convenes in November every year to select Regular Army (RA) appointees.

The RA board, which includes PMSs and a ROTC area commander as president, selects from among an elite group of scholarship recipients and Distinguished Military Students and Graduates. The board also assigns officer branches to RA designees.

The Army is considering a proposal tc give responsibility for convening of Active duty and RA officer branch selection boards for ROTC students to ROTC officials at Training and Doctrine Command headquarters, Fort Monroe Va. This proposed plan is intended to give more of a say in the branching process to ROTC Regions and PMSs. If approved, the proposal is unlikely to be implemented before FY 1984.

Photo by Spec. 4 Will Shirley

2nd Lt. Leon A. Brown, a student assigned to the Field Artillery Officer Basic Course at Fort Sill, Okla., sights a target from inside an M-109 self-propelled howitzer. Approximately half the ROTC cadets and Reserve commissioned student officers who were branched in FY 1982 received combat arms assignments.

CHOOSING A BRANCH

RCPAC and MILPERCEN officials advise students to think carefully about each branch preference they list on DA Form 4370-R. When cadets ask for several specialties for which they're unsuited, the selection boards may have to "force branch" them in accordance with the Army's needs and their qualifications.

Cadets should be aware that the boards classify certain academic subjects as "soft skill" or "hard skill" fields. Hard skills would include such subjects as science or engineering. Examples of soft skills are English literature, philosophy or history. Those majoring in soft skill areas have a greater chance of assignment to combat arms branches than those with hard skill majors more closely related to combat support and combat service support specialties.

To help students select branches which are best suited to their schooling, the Army has published the *Academic Discipline and Specialty/Branch Relationship Chart*. PMSs should have copies of this chart, which is contained in an Appendix to AR 145-1.

Those who want to change their branch assignments after they've been notified of their selection are urged to consult with their PMSs. All requests for changes must be in writing and should be reasonable. Students should include evidence of qualifications for the desired branch or specialty. PMSs must approve these requests and then forward them through the proper channels for decision by the appropriate headquarters.

RFD designees asking for branch changes in order to join or be assigned to Reserve Component units should get their requests to RCPAC at least 45 days before entry on IADT for their officer basic courses. RCPAC officials said they will alter branch assignments to correspond more closely with unit assignments if individuals haven't attended branch officer basic courses and get the change requests to them on time.

EDUCATIONAL DELAYS

Those applying for educational delays for graduate schooling do not list their branch preferences on DA Form 4370-R. If their applications are approved, they'll be commissioned in the USAR (branch unassigned) and will be required to fill out a new Form 4370-R just before completing their graduate studies.

The maximum amount of time allowed for delays is normally three years. Officers in this status are placed by RCPAC in the Officer Active Duty Obligor Control Group. They must serve in Active duty assignments following the delay. However, requests for RFD are sometimes approved depending upon circumstances.

War Strategy Begins in the Foxhole

How to Make War, James F. Dunnigan

by Maj. Dick Crossland

Every once in a great while a book so valuable and interesting comes along that it demands inclusion in every military professional's library. One such book is *How to Make War* by James F. Dunnigan.

Published by William Morrow and Company, Inc. and carrying a $14.50 price tag, *How to Make War* is a wide-ranging text on the constraints and realities of the war-making art. Written in clear and straightforward prose, *How to Make War* is easily understood by layman and military expert alike.

Dunnigan avoids technical explanations and sets his down-to-earth tone early by concentrating on the daily life of the combat infantryman. From there he proceeds to describe the capabilities and limitations of armor and artillery. After an overview of the necessity for combat support and Reserve Components, Dunnigan expands his scope by examining air and naval operations.

If something can go wrong during an amphibious operation, it will. British landing craft hammer each other somewhere along the coast of France, June 21, 1944. The vessel on the right has neither engines nor an anchor.

U.S. Army photo

DOWN TO THE FOXHOLE

Six chapters on the human factors of war analyse why soldiers fight and those controllable and uncontrollable factors which determine who wins wars. Dunnigan emphasizes war by the numbers to include attrition and transportation. In looking at the cost of war, which he says would bankrupt the United States, he concludes that victory goes to the bigger battalions.

The reader should not immediately assume that Dunnigan's text is a dry collection of statistics and weapons specifications. Even though he proposes a comprehensive calculus for comparing military power, Dunnigan's book is a real world look at how the military operates from the strategic planners down to the foxhole level. The wealth of data and weapons values so dear to the heart of wargamers is presented to substantiate the author's arguments. This also allows the reader to make a reasonable analysis of probable battle outcomes under a variety of circumstances.

Even though Dunnigan emphasizes U.S. and Soviet organizations and weapons, *How to Make War* covers the full spectrum of military might from nearly impotent island republics through tarnished powers of former colonial glory up to the superpowers.

WAR BY THE NUMBERS

Dunnigan's pecking order of military might begins with the infantryman, who is assigned a combat value of one. Armed with a machinegun, the infantryman's value triples in the American and West German Armies; but it only doubles in the Russian Army. (Dunnigan considers training, national attitudes and education as well as weapons' quality.)

The battle values increase to 900 for a self-propelled howitzer and 1200 for a tank. With all men and weapons included, Dunnigan concludes that the United States possesses 19 percent of the world's total combat power and that Russia has 16 percent of the world's military might. This assessment considers all forces, population, economic strength, geographical advantages and disadvantages and virtually any factor which might influence a war. Between the tank and the nation are more than 400 pages of assumptions, values and rationalizations.

DELICIOUS MORSELS

It is Dunnigan's rationalizations and tidbits of daily military life which present the greatest value to the lay reader. They explain the why and the why not behind military success or failure. The following examples illustrate the author's wit and the book's worth at its best:

Infantry: "It's impossible to have good infantry if you get only the most stupid and inept recruits." . . . "Once the enemy is on the run, you must chase down the defeated remnants before they can reform and defend again." . . . "When attacking, troops attempt to seek safety and the attack breaks down."

Armor: "Tankers spend over 90 percent of their time outside of their tanks." . . . "At least eight manhours a day of maintenance must be given these cranky, mechanical mon-

. Soldiers are supplied from the air in
tnam. Basic rule: troops usually make every
t count when there's little ammunition.

. Army photo

sters." . . . "Skillful gunners working quality equipment are magnificently effective. The other extreme is a waste of ammunition."

Artillery: "From the user's point of view, artillery is a humane weapon. It does enormous destruction and poses little risk to friendly troops." . . . "The Russian-trained armies employ about half of their artillery in direct fire. This solves the electronic warfare (communications) problem." . . . "Although the Russian artillery is becoming more sophisticated, it still does not operate as spontaneously as the Western armies." . . . "The Russians place greater faith in mass than in gadgets."

Air Power: "A numerically inferior air force normally aborts missions when faced with the prospect of taking losses." . . . "As a rule of thumb, a fighter can take its total flying range and divide it into thirds: one-third for going out; one-third for coming back; and one-third for combat." . . . "If one side gains permanent air superiority, his opponent can usually forget about victory."

Naval Power: "Surprise is essential. Get in the first shot and make it count." . . . "Oceanic powers that depend on merchant shipping can win only if they maintain control of the seas." . . . "Submarine service requires considerable faith and self-confidence. You never see, hear or smell the enemy." . . . "More so than any other type of operation, amphibious operations are very susceptible to things going wrong, with the worst possible results."

The Soldier: "Most men do not enter combat thinking they will be killed or injured." . . . "Superior motivation, leadership and training have consistently proved the formula that produces victorious armies." . . . "The vast majority of troops do not engage in combat."

Weapons: "Weapons used in the last war will perform predictably — unless they have been improved." . . . "The same weapons are often used quite differently by (different) nations."

War: "Wars are easy to start, expensive to continue and difficult to stop." . . . "Wars start because hope triumphs over experience. Illusions survive less well on the battlefield." . . . "Armies remember no more of the past than their oldest member."

Logistics: "Combat capability won't be reduced until over one-third of the (logistics) requirements are denied." . . . "Troops with a lot of supply will find a way to use it." . . . "The old saying 'make every shot count' usually applies only when troops have little ammunition."

Cost: "Wars are very expensive. People don't complain much when the shooting is going on. When the gunfire quiets down, taxpayers get louder."

Victory: "Defeat goes to the side that quits first."

U.S. Army photo

U.S. soldiers storm Omaha Beach on June 6, 1944. "Armies remember no more of the past than their oldest member." So says author Dunnigan.

Spec. 4 Michael Hallpenny of the 342nd Transportation Company, Fort Jackson, S.C., uses a torch to repair a radiator on a truck during TRANSMOB 82, a mobilization exercise.

USAR photo by Capt. Bob Matteson

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